

**Final Draft**

## **Establishment of a Guyana Tourist Board**

**Building Equity and Economic Participation (BEEP) Project  
Contract N. 504-0107-C-00-6201-00**

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## **Draft Report**

# **Establishment of a Guyana Tourist Board**

## **I. Executive Summary**

There is an old adage that says, “build it and they will come.” In today’s competitive marketplace this may not always be true, however, in the case of Guyana, its multitude of resources suggest that this is precisely on target. Numerous reports and studies conducted within the last five years, (including an earlier report from the consultant on Guyana’s National Tourism Awareness Program in 1994) have suggested that, what Guyana has to offer, the rest of the world wants to see. These reports propose that one way forward to realize this offering, is through sustainable tourism development. And because of the physical and cultural make up of the country, more specifically the promotion of ecotourism.

However, within Guyana there are many barriers to moving the tourism initiative forward, and one key issue has been the lack of an effective institutional framework to implement a National Tourism Plan. With this understanding, the government requested technical assistance through the USAID funded program, Building Equity and Economic Participation (BEEP). The request is designed to strengthen Guyana’s institutional capacities to foster and promote development of the tourism industry through the establishment of a statutory tourism entity via a Tourist Board or Authority.

This report proposes recommendations for the establishment of such a Board, its composition, duties and functions, financing, areas of responsibility and staffing. It also suggests other key issues related to the Boards start-up, operations, execution, technical assistance needs and relationship to the Ministry of Trade, Tourism and Industry (MTTI). Attached are outlines for marketing considerations, product development, staffing and an organizational structure.

Needless to say, a tourism marketing Board in Guyana is only as strong as the product which it is to market. And although the potential of Guyana’s product has been highlighted, it is overshadowed by other challenges that still prevail, i.e. poor infrastructure, lack of accessibility, insufficient trained/professional staff, the absence of regulations and applied management systems. This aside, by establishing a tourist board and giving it the power to be effective is a step forward in realizing Guyana’s tourism potential.

To achieve the objective of the consultancy, the strategy applied was to review Parliamentary Acts of other Caribbean models (as not to reinvent the wheel), to interview representatives of these neighboring Boards and their executing staff, and to meet with key players within the local tourism community to access their issues and concerns as they relate to the evolving industry and the appropriate structure for Guyana. The countries reviewed were Belize, St Lucia, Barbados and Jamaica.

From this information and the consultants experience, a series of suggestions and recommendations were proposed. A consultation with representatives from key government and private sector organizations was held to obtain their feedback and input. This report reflects those discussions and a copy of the working document and persons in attendance are attached.

Although this report provides guidelines towards establishing a statutory tourism body, it also suggests that there will be key challenges to its success -- principally, financing its multiple parts and recruiting or training personnel with critical skill areas required to execute its functions and achieve its mandate.

The Board structure that is recommended in this report, is proposed because it follows a successful format used by the majority of Tourist Boards operating in the Caribbean region. It suggests an executive body that is appointed and headed by a Chairperson. The body has responsibility to implement the mandates and functions outlined by the tourist Act. However, the day to day operations are facilitated by a trained professional staff with expertise in matters related to destination marketing and product development. The staff is managed by a Chief Executive Officer with management and administrative responsibilities, who reports to the Board. This entire structure is known as the Tourist Board.

Staffing of this Board is crucial to its success. This report suggest staff positions and an organizational structure that is the optimum of what is required. It is possible to operate a start-up organization with a smaller staff than is recommended here. However, this does not mean less qualified. Key positions can be filled with qualified persons along with strong administrative support in the interim. This would probably suggest the use of a marketing/advertising agency to be responsible for creative planning and placement of collateral materials and an Advisory Committee to assist. However, a smaller team is not preferred, particularly because Guyana

needs to come into the industry as a strong and serious competitor, given their nature-based focus.

Most Boards in the region have found that since their inception, there have been changes and adjustment to staff and roles and responsibilities as the tourism sector grows. A dynamic and changing paradigm is not unusual in the tourism industry and Guyana needs to respond flexibly to the changes.

The other key issue is how the Board will be financed. Models in the region take different approaches. In St Lucia for example, the Tourist Board is financed from government subventions completely. However, in Belize the Tourist Board is completely financed from bed/hotel taxes and cruise line taxes. They also sell collateral materials which bring in income.

Since financing is key to the Guyana Tourist Board's success, it is recommended that a formula for sharing be developed using monies from the airport departure taxes and bed/hotel taxes, since these are as a direct result of the tourist industry. Naturally, the goal of having a Board is to increase revenue into the country which would include increased bed nights. Providing adequate support ensures a win/win situation for the country.

## **II. Consultants Terms of Reference**

Provide a report which fulfills the following requirements:

- A) Analyses the current institutional arrangements for management and promotion of the tourism industry and their limitations in the context of the policy framework and policy directions, whether implied or made explicit by the public and private stakeholders;
- B) Define the mandate, powers, functions and composition of a statutory board or authority that will be more consonant with the Government's policy directions and with the requirements for enhanced institutional capacities to effectively discharge certain essential functions. Among the essential responsibilities are those related to policy management and execution, statistics and research, marketing and promotion, human resource development, training, regulation of the industry through the setting of standards, enforcement of standards, environmental oversight, relationships with other institutions and coordination mechanisms, and funding. The delineation of responsibilities between the board or authority and the MTTI Tourism Division will also be detailed;

- C) Recommends the size of the proposed board or authority, the scope and level of private sector representation, criteria for members selection, the staffing structure and financial resources.

### **III. Recommendations**

#### **❖ Key Considerations -**

- ❖ It is recommended that, the Guyana Tourist Board (GTB) be established as an executive Board with responsibility to implement tourism policy and the directives of the Board. The day to day operations to achieve results will be carried out by professional staff managed by a Chief Executive Officer.**

- ❖ It is recommended in the establishment of a Tourist Board that although in most cases the members of the Board are appointed by the Minister responsible for Tourism**

- ❖ that the appointments strive to maintain balanced representation of both the public and private sectors.
  - ❖ that the appointments feature persons with knowledge or experience in hospitality or represent in some way organizations that impact the tourism industry.
  - ❖ that appointments reflect a cross section of the tourism industry including potential corporate sponsors.
  - ❖ that suggestions for appointments are received from the representing organizations.
  - ❖ that the Board is not handicapped through bureaucratic channels and thus restricted from effectively executing its duties and functions.
  - ❖ that given its expertise, the Board is allowed some autonomy in decision-making within their functions, so that they can remain fluid and dynamic in changing with the industry's needs and trends.
  - ❖ that the government recognizes that it will require on-going financial commitments to reach desired results and to begin to see economic returns.

- ❖ It is recommended that, the Board set as a goal to position itself as the leader in the visitor industry and develop its focus with a long term vision.**

#### **❖ Composition of the Board**

In composing the suggested blend of Board representation, evaluation was made of the Board's mandate and functions, expertise needed, business/agencies with vested interest, striking a balance between private and public sector, the experience of Caribbean neighbors, a review of traditional representation internationally for this type of board and Guyana's unique needs.

Traditional Representation for the Tourist Industry includes:

- ❖ Hotels, Resorts, Associations
  - ❖ Cruise lines
  - ❖ Chambers of Commerce
  - ❖ Airlines
  - ❖ Banks
  - ❖ Media Houses i.e., newspapers, television stations, radio
  - ❖ Retail Operations
  - ❖ Utilities i.e. telephones companies, electric companies
  - ❖ Aviation and Shipping Authorities
  - ❖ Marketing and Advertising Agencies
  - ❖ Non-governmental/Community Organizations
  - ❖ Representatives of Major Events i.e. sporting, musical events
  - ❖ Major Attractions
  - ❖ Universities i.e. Hospitality/Tourism programs
  - ❖ Economic Development Organizations
  - ❖ National Trust Organizations
  - ❖ Government Agencies directly related to the industry
  - ❖ Legal Representation
  - ❖ Secretarial/Administrative Services
- 
- ❖ **It is recommended that the Guyana Tourist Board consist of four and no more than nine members. These members should have wide experience in the activities connected with tourism and travel, management including hotel management, marketing, finance, economics, business or international transportation.**
  - ❖ **It is recommended that all members of the Board be appointed by the Minister of Trade, Tourism and Industry (MTTI). However, recommendations for the Board**

**should come from the representing organizations that comprise the Board. The Minister should appoint the Chairperson of the Board from its nine members and the Board will select the Deputy Chairperson. A new Chairperson and Deputy Chairperson should be appointed annually. Members of the Board should be appointed every two years. The Board should have the power to appoint advisory committees and to transact business as stipulated in their established duties and functions. Members of the Board should receive remuneration for their service.**

**❖ Proposed Positions to the Guyana Tourist Board**

- ❖ Representative of the MTTI
- ❖ Representative of the Tourism Association of Guyana
- ❖ Representative of the Environment Protection Agency or Guyana Natural Resources Agency
- ❖ Representative of the Ministry of Transportation, Communication and Works
- ❖ Representative of the Amerindian Community
- ❖ Representative of the Aircraft Owners Association
- ❖ Representative of the Ministry of Regional Development
- ❖ Representative of the Tour Guide Association
- ❖ Representative from Hotel/Resorts
- ❖ Chief Executive Officer, Guyana Tourist Board - non-voting
- ❖ Secretary to the Board - non-voting
- ❖ Legal Counsel - non-voting

In order for the Board to have powers of execution, the level of representation from the members must be of a decision-making status- otherwise the Board will become crippled and ineffective in its decision-making. Therefore, representatives from these agencies/organization must have the authority to vote on behalf of their respective groups. Again, the Board is only as strong as its representation and the powers that are vested in it.

**Rationale for recommended composition -**

MTTI representation is obvious as the policy making body for the tourism industry, its link to other government bodies and the direct link to accessing international funding. The



Environmental Protection Agency serves in the capacity of environmental watchdog, the executor of environmental policy and a direct link to the Guyana Natural Resources Agency (GNRA) and the National Protected Area initiative. The role of those agencies is key given Guyana's nature based/ecotourism focus.

Ministry of Transport is key in that airline and shipping access determines visitors entrance and exit. The Ministry of Regional Development oversees rural area participation that will increase with visitation and encourage community development. The Amerindian community must be involved in planning and implementation of activities that will involve their communities. Private sector partners responsible for accommodations, food, entertainment, tours and other services and amenities must also be intricately involved. A corporate sponsor can also be considered as a rotating member from the private sector.

#### ❖ **Duties and Functions**

❖ **It is recommended that the below described duties and functions which are relatively standard of Tourist Boards be adopted for Guyana with the suggested differences that make Guyana's tourism unique.**

- ❖ Develop all aspects of the tourists industry of Guyana and to promote the efficiency of the industry;
- ❖ to adopt all such measures, as it may deem fit, to advertise and publicize Guyana as a tourist resort throughout the year;
- ❖ to promote and secure such increased airline and shipping facilities as will tend to increase tourist traffic to Guyana;
- ❖ to secure the most favorable arrangements for the entry of tourist into Guyana;
- ❖ to encourage by such measures as it may deem fit the development of such amenities in Guyana as may be calculated to enhance the attractiveness of Guyana to tourists, with special reference to entertainment, local culture, conservation of local flora/fauna, river and nature based adventure, and handicraft;

- ❖ to undertake research, experiments and operations as necessary to improve the basis of the tourist industry and to control and eliminate any undesirable factors that may affect the industry;
- ❖ to foster an understanding within Guyana of the importance and economic benefit of the tourist industry;
- ❖ To encourage an appropriate land use practice and environmental strategies for the development of ecotourism facilities in Guyana;
- ❖ To foster understanding within Guyana of the importance of environmental protection and pollution control and the conservation of the natural resources;
- ❖ To encourage and promote training facilities for hospitality staff;
- ❖ To classify hotels according to standard of amenities provided;
- ❖ To make inquiries and collect information necessary for the purpose of carrying out its duties;
- ❖ Generally, to take all such other lawful measures as it may consider likely to assist it in carrying out most effectively the purposes of the Act.

#### ❖ **Powers of the Board**

- ❖ **It is recommended that the Board has power for the purpose of the execution of its duty and the discharge of its functions -**
  - ❖ to carry on all activities of which appears to it to be required, advantageous and convenient to accomplish its duty.
  - ❖ to do anything and to enter into any transaction (involving expenditure, borrowing, acquisition of property) that facilitates it fulfilling its functions

#### ❖ **Policy Direction**

- ❖ **It is recommended that the Minister of Tourism may, after consultation with the chairman, give the Board directions of a general character as to the policy to be followed in the exercise and performance of its functions in relation to matters appearing to him to concern the public interest.**

#### ❖ **Appointment of Committees**

- ❖ **It is recommended that a Tourism Advisory Committee should be established to support the Board, with specific mandate to monitor and review developments within the tourism industry and to make recommendations to the Minister which would**

**facilitate its continued development. The make up of this Advisory Committee would be similar to the already existing body. The Board should also have authority to appoint ad hoc advisory committees as they deem necessary. A representative from the Board should be represented on the committees.** For the establishment of a Tourism Advisory Committee, the Barbados Tourism Authority Act provides good guidelines as a model.

❖ **Committee Recommendations**

Other suggested committees might include:

- ❖ Marketing Advisory
- ❖ Quality Service Training
- ❖ Development of Ecotourism Attractions
- ❖ Special Events/Conferences
- ❖ Membership – implementing a membership program can become a source of income for the Board

❖ **Financing**

❖ **It is recommended that, the Board receives its funding from:**

❖ Moneys provided by government subvention - possible sources include:

- ❖ percentage of departure taxes
- ❖ percentage of consumptive taxes from airline tickets
- ❖ bed/hotel taxes

Belize's Tourist Board is a good example. It is completely funded from a combination of the bed and cruise taxes.

❖ Other funding sources could include:

- ❖ fee structure for classifications
- ❖ sums received for advertisements and services performed by the Board
- ❖ sums collected under the authority of regulations
- ❖ fundraising events
- ❖ membership program
- ❖ establish a non-profit entity designed to assist government in the promotions and development of the tourism industry through the provision of financial and technical assistance. Barbados uses this model in the form of a Tourism Development Corporation.

❖

❖ **Divisional Responsibilities**

- ❖ **It is recommended that there be two major areas of divisional responsibility within the Tourist Board's structure. The first is Marketing, Advertising and Sales and the second area of responsibility is Product Development. These activities will be supported by administration and finance and managed by an executive manager.**

❖ **Executive Division**

- ❖ Management, Finance, Administration, Political Liaison, Vision, Catalyst

❖ **Marketing Division**

- ❖ Marketing and Advertising - promotional/collateral materials, overseas offices, tourist information centers, national public awareness
- ❖ Research and Statistics
- ❖ Special Event Marketing
- ❖ Marketing Advisory Committee
- ❖ Advertising Agency

❖ **Product Development**

- ❖ Ecotourism Nature Based Attractions
- ❖ Services and Amenities
- ❖ Hotel Classification
- ❖ Liaise with Aviation and Shipping
- ❖ Training/Public Awareness

❖ **Staffing and Organizational Structure**

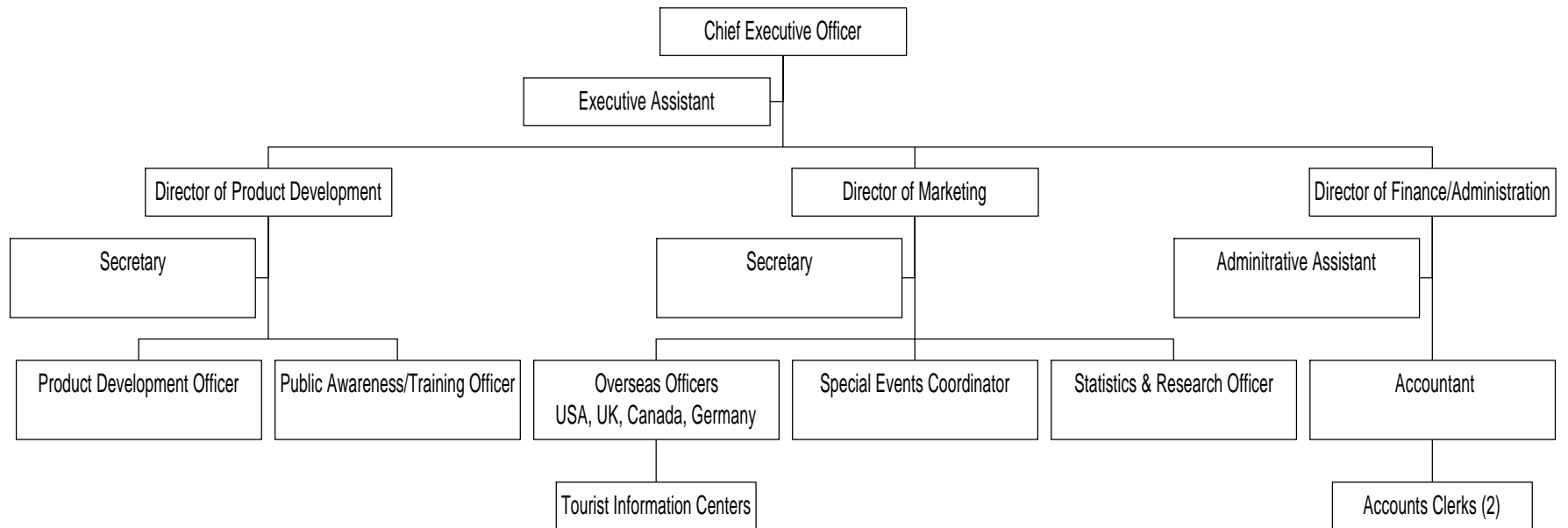
- ❖ **It is recommended that trained professionals be recruited as staff for the exclusive purpose of carrying out the day to day responsibilities of the Guyana Tourist Board. The head of this organization will be called the Chief Executive Officer (CEO), who is appointed by the Board with the approval of the Minister and is responsible to the Board. The CEO will serve on the Board as a non-voting member and be responsible for executing the mandate of the Board. All other staff recommendations and the proposed organizational structure is suggested based on functions and needed skill areas to effectively carry out the duties of the Board. The Board has responsibility for**

**identifying qualified candidates for all staff positions. (See organizational chart attached)**

The individual recruited for the position of CEO must be a visionary as well as an excellent manager. The CEO should have extensive knowledge of the international tourism industry and be catalytic in launching Guyana into the world marketplace.

In addition to this, to be successful in international marketing, Guyana must create a presence overseas with tourism representatives in selected markets. As a beginning, the markets of the US, UK and Canada have been suggested. However, a complete visitor profile and other market research will need to be reviewed to determine the best location and strategy. Although presence in target markets is key, it does not mean that offices must be established. It should probably be a shared scenario or with representation from marketing firms in the target areas.

Guyana Tourist Board



### **Tourist Board Staff**

- ❖ Chief Executive Officer
- ❖ Director of Marketing
- ❖ Director of Product Development
- ❖ Director of Finance/Administration
- ❖ Special Events Coordinator
- ❖ Statistics and Research Analyst
- ❖ Product Development Officer
- ❖ Training/Public Awareness Officer
- ❖ Accountant
- ❖ Overseas Officers (2)
- ❖ Executive Assistant
- ❖ Administrative Assistant
- ❖ Marketing Secretary
- ❖ Product Development Secretary
- ❖ Accounts Clerks (2)

### **❖ Roles and Responsibilities**

There are basic functions and needs of a tourism system. The implementation of these functions requires teamwork between public and private sectors, and often times the activities will overlap.

These basic functions includes:

- ❖ Policy and Regulations
  - ❖ Institution of a Regulatory System
  - ❖ Application of a Tourism Information Management System
  - ❖ Destination Marketing
  - ❖ Product Development
  - ❖ Research and Statistics
- 
- ❖ **It is recommended that the delineation of roles and responsibilities between the Guyana Tourist Board and the Tourism Division be clearly defined, understood and agreed to. To this end, the outline below forms the results and consensus of a tourism consultation held earlier this year by the University of Guyana Consultant Team. The head of the**

**Guyana Tourist Board will hold the position of Chief Executive Officer, and the Division's senior person will be the Director of Tourism.**

❖ **Guyana Tourist Board is responsible for:**

- ❖ Marketing and Promotion of Guyana as a tourism destination
- ❖ Training of front-line staff
- ❖ Classifying of tourism establishments
- ❖ Monitoring and enforcement of regulations
- ❖ Development of the tourism product

❖ **Tourism Division within the MTTI is responsible for:**

- ❖ Overall administration of tourism in Guyana
- ❖ Securing of appropriate legislation
- ❖ Provision, in conjunction with other agencies and government bodies
- ❖ Assistance in accessing finance for tourism development
- ❖ Human Resource Training
- ❖ Research and collection of data and information

❖ **Regulations**

❖ **It is recommended that the Board with approval of the Minister make regulations for the better carrying out of the purposes of the Act, providing for:**

- ❖ Measures and methods to be adopted in improving the basis of the tourist industry in Guyana and in controlling and eliminating undesirable factors that may affect it;
- ❖ Registration and classification of hotels catering for tourists and the classification of such hotels according to the standards of amenities provided;
- ❖ Keeping records of the number of tourist in Guyana during any period and the countries they are from;
- ❖ Imposition of fees and charges in such cases as may be determined by the Board for services rendered by the Board or staff under this Act.

❖ **Reporting**



- ❖ **It is recommended that the Board will submit annually to the Minister of MTTI, a budget of operating expenses, a Tourism Marketing Plan and an Annual Report along with estimates of income, receivables and the expenditures to be incurred during each financial year.**

After reviewing guidelines and Tourist Board Acts from several Caribbean countries, it is recommended that for the purpose of recording other standard legislation required to incorporate a statutory board, that the Belize country model be used. These elements would include: publication of appointments, affixing seal and authentication of documents, procedure and meetings of the Board, power to delegate, protection of the Board, protection of members, borrowing powers, staff gratuities and pensions, staff transferring from the Tourism Division to the Board, exemption from taxes etc.

#### **IV. Challenges to Success**

The establishment of a tourist entity to oversee tourism in Guyana, although critical, does not come without challenges. Fundamental issues that will have to be overcome includes:

- ❖ **Identifying adequate financial resources to fund a serious marketing program and finance a professional staff.** An overview is attached that outlines the areas that will need to be financed. An estimate for these items and activities needs to be prepared in order to get a real picture of what will be required. Time in the contract was not available to provide this information.
- ❖ **Locate a qualified Chief Executive Officer.** This will require an international search and competitive salary to attract the right qualifications.
- ❖ **Need to bridge the communication gap between the private and public sectors.** This continues to surface from both sides with continued frustrations. Efforts must be made to correct this situation and a strong functional Board would assist in this effort.
- ❖ **Provide a well defined tourism policy with government action to support it.**
- ❖ **Available trained professional staff.** Technical assistance should be requested from international agencies to assist with this.
- ❖ **Physical and human infrastructure up to acceptable international standards.**

- ❖ **Convince decision-makers of tourism's potential economic impact.** There still appears to be concern about the governments level of commitment to tourism.
- ❖ **The absence of a tourism information management system.** Resources and equipment are already in place in the MTTI, through the BEEP project, to assist in building data bases for the collection and processing of tourist information.
- ❖ **Fear of creating a Board that is political in nature and has no enforcement powers.**
- ❖ **Lack of organized private sector bodies.** More emphasis needs to be placed on organizing small groups, like riverboat operators, who will be key players and important links to development.

## V. Proposed Start-Up Considerations

### ❖ Next Steps

- ❖ Understanding the importance of this Board to Guyana's tourism development and the challenges, this initiative must move forward. Below are steps for immediate action.
  1. Review, edit and approve recommendations for establishing a Tourist Board in Guyana
  2. Draft legislation for an Act of Parliament
  3. Sensitize local public and private sector decision-makers to tourism benefits in order to build consensus for further development. An educational video was produced in 1994 as part of a national tourism awareness program – this is with MTTI and can be used to help sensitize key players to the industry's strengths.
  4. Identify sources of funding for a start-up project
  5. Obtain technical assistance with start-up activities/implementation
  6. Recruit overseas for senior staff positions
  7. Facilitate a Visitor Profile and Economic Impact Study

### ❖ Recommendations for Technical Assistance

- ❖ **It is recommended that, the government solicits technical assistance to help facilitate start-up activities.**
- ❖ **Implementation of the Tourist Board** – In the short term, discussions have been held with the local OAS director about providing technical assistance to help with implementing the Board. It is recommended because of OAS presence in tourism development in Guyana, the

government request a consultant to follow through with implementing the approved recommendations that come from this report.

- ❖ **Facilitate a Visitor Profile and Economic Impact Study** – The tourism industry is a well studied area, and in this business it is important to know where you are, to determine where to go. Along with the ecotourism implementation plan to support product development, there needs to be a study done on the visitors profile to know who comes and who's likely to come. An economic impact study to determine how much money is spent in the destination and on what. It also tells us what services are lacking and what would produce more expenditures. It is recommended that this type of study is done to provide baseline data as a start-up and as basis for building a marketing plan.

A Visitor Profile and Economic Impact Study determines a number of characteristics of the overnight visitors to the country. It is based on interviews among overnight visitors during both high and low season at the airport, hotels and attractions. The study determines the mode of transportation, type and location of lodging, purpose of visit, length of stay, likes and dislikes, expenditures, likelihood of returning and place of origin. In addition to this, the study develops an analysis of the economic impact of overnight visitors and measures the monthly room occupancy levels, average length of stay, average party size and average room rates. Attached are sample pages of information about expenditures. This information is critical to market planning. WTO or CTO may be able to assist with this effort.

Attached are three sample charts from a Visitor Profile and Economic Impact Study that was conducted for the City of Miami and the Beaches Convention and Visitors Bureau. This information suggests to the Bureau, the percentage of international visitors that stayed overnight in the city, the purpose of their visit, their intention to return, what they liked most or didn't like about their trip. This chart also provides an example of visitor expenditures, that shows increases or decreases. One can see from having this kind of data how valuable this can be for planning exercises, both for marketing strategies and product development.

- ❖ **Guidelines and Job Descriptions** – Assistance for these services can be obtained from several different international agencies
- ❖ **Designing Marketing Plans and Strategies**

❖ **Product Development Strategy -**

- ❖ Training of Park Rangers, Guides and Tourism Providers
- ❖ Public Awareness and Education of the Host Community on benefits and environmental concerns
- ❖ Work closely with community organizations, government agencies and the private sector
- ❖ Moderate and monitor nature based tourism development
- ❖ Establish a Product development Committee
- ❖ Eco-highway for biking and hiking

## **VI. Line Items Associated with Start-up Cost**

❖ **Administration Expenditures**

The proposed Guyana Tourist Board (GTB) will have completely new start up cost for its staff to effectively start a new organization. Below is a list of these positions and expenses that need to be considered.

❖ **Salaries**

- (1) Chief Executive Officer
- (3) Directors of Marketing---Product Development---Finance/Administration
- (5) Public Awareness/Training Officer—Special Events Coordinator—Accountant—  
Statistics/Research- Product Development Officer
- (1) Executive Assistant
- (4) Marketing Assistant—Product Develop Assistant—Administrative Assistant –  
Accounts Clerks
- (3) Overseas Marketing Offices      USA, UK, Germany
- 
- 17 Staff members

❖ **Benefits**

Medical, Dental Insurance, Retirement Pension

❖ **Expenses**

International and domestic travel, (air, river, ground)  
gas, food and lodging, entertainment, clothing, gifts, promotional items.

❖ **Office Equipment**

Computers, fax, phones, cellular phones, pagers, walkie talkie,

Stationary, folders, copiers, scanner

Furniture, filing cabinets, office space,

VCR / monitor, video camera, 35mm camera, television, radio/cassette/CD player

Automobiles/ jeep/pick up truck

### ❖ **Advertising , Marketing, Sales**

The proposed Guyana Tourist Board will have to aggressively promote Guyana to the world tourist market. It will act as a source of advertising, marketing and sales lead generation for the tourism industry of Guyana. All materials will have contact information, address, e-mail address, fax and phone numbers, to ensure easy access and follow up to information on Guyana. Below is recommended media to achieve that result.

### ❖ **Print**

Magazines, Newspapers, Brochures, Collateral Material -

Production- layout, copy writing, print reproduction, photography, logo slicks, ad placement.

- ❖ **Magazines-** International and regional tourism related publications i.e. Audubon Society, Travel World, Caribbean World, BWIA, Air Jamaica, Guyana Airways in flight publications. These pubs will be used to high light tourist destinations in Guyana in the form of feature stories that will include press releases on new attractions coming online, color slides and full color column inch ads.

- ❖ **Newspapers/International-** West Indian papers targeting expatriates in New York, Washington, Miami, Toronto, London, New Delhi etc. and major regional dailies suggesting linkage between sun and beaches to rainforests and bird watching adventures . Target countries include: Jamaica, Caymans, B.V.I, U.S.V.I, Barbados, Trinidad etc. Examples Music Festivals, Carnivals, National Holidays, Sporting Events. These publications like the magazines will include a series of press releases pre written feature stories and either b/w or color ads.

- ❖ **Newspapers/local-** A series of Public service announcements stressing the importance of tourism customer service and it's direct impact on the nations economy. This can be done in cartoon or caption form. Special events and community awareness.

- ❖ **Brochures-** Information in the form of guides to summarize the places of interest i.e. Hotels, restaurants, heritage city tours, eco- based nature tours, i.e. river, falls, mountains, beaches, air, river, road.
- ❖ **Collateral Materials-** Stationary, posters, specialty advertising, merchandise i.e.. T-shirts, caps, jewelry etc.
- ❖ **Logo-** To be reproduced for use in all media i.e. logo slicks color and b/w, embroidery and engraving

## ❖ **Radio**

International, regional, local

Production- Talent, Recording Studio, music library, copy writing, dubs.

- ❖ **International/Radio-** ads will run in English speaking markets with easy access to Guyana. (see newspaper markets). Radio spots will feature local artists and tourism theme music. Creative will focus on Guyana “ The Great River Adventure” or some eco-based idea.
- ❖ **Local/Radio-** will focus on public service announcements reinforcing print ads and highlighting theme music. The music will be in the form of a donut which will allow for multiple messages with a consistent theme. Local radio stations owners must be encouraged to participate. Their involvement will be key in providing information to the community in the form of special event information, sponsorships, interviews and talk show feedback.

## ❖ **Television**

International Travel Channels, Various Networks, Local, Video Presentation

Production- Talent, Video Crew, Editing, Copy, Dubs, Media placement.

- ❖ **Television/International-** International travel shows will be encouraged to produce shows in Guyana. *Rough Guides*, other shows produced in the UK and shown on the Travel Channel in the USA, BBC and various networks. 30 second commercials will be produced using the theme music focusing on the Heritage and Eco- Tourism attractions of Guyana. These commercials will run seasonally on these tourism television programs. Additionally these commercials may run on programs that highlight the region e.g. music video shows, sporting events, beauty contests etc.

- ❖ **Television/ local-Commercials** will run on local TV encouraging local residents to explore the nature wonders of Guyana, by air, river or road. PSA's will be produced re-enforcing print and radio ads.
- ❖ **Video Presentation-** A 30 / 10 / and 2 minute video will be produced for use in promoting tourism in various venues e.g. trade shows, trade missions, paid programming, sponsorship presentations and direct response advertising.

#### ❖ **Internet**

Web page and e-mail address

Production- layout and links

- ❖ **Web Sites** - The Guyana Tourist Board web page will offer general information on Guyana, from its history, to its voltage, to its exchange rate. The web site will offer tour operator, hotels, airlines and other attractions the opportunity to advertise or link on i.e. TAG web page. The web page will also have an e-mail address for additional follow up by potential visitors.

#### ❖ **Trade Shows**

International tourism trade shows

Production- Trade show display, video, collateral materials travel service representatives

- ❖ Several tourism trade shows will be selected to showcase Guyana's tourism industry. The shows will be used to inform the travel industry and potential visitors of product development in Guyana. The shows will be used as a source of sale/lead generation for conferences and events. It will be coordinated to rap around sales blitzes to travel agencies and FAME Trips in major tourism departure markets.

#### ❖ **Cooperative Advertising**

Print, Radio, Television, Internet, Trade Shows, Special Events

Production

- ❖ **Co-Op Advertising** will take the form of matching funds for media placement and promotional consideration, in the form of name or logo

recondition. This will enable participating sponsors to dramatically leverage advertising dollars.

- ❖ **Matching funds** mean a group of advertisers e.g. GTB/Tour Operator/Air lines/Beer Company, would share in the cost of a promotional campaign. That may take the form of production and or media placement.
- ❖ **Promotional consideration** may take the form of a pre-produced tour operator sales piece which the Guyana Tourism Board may choose to put its logo on and use in a international travel magazine. Or, tag a pre-produced radio or television ad a hotel or soft drink company has produced. Or, it may involve giving sales information at a tourism trade show for a tour operator or hotel. It may also simply include a logo at the bottom of a print ad.
- ❖ **Fam Tour** International And Regional
  - ❖ Familiarization trips by travel agents, tour operators and Site Selection Committees
- ❖ **Special Events**
  - ❖ Carnival, Music Festival Etc.
  - ❖ . A special event must be developed to bring non eco tourist to the country. This event will also be done to encourage Guyanese living abroad to return home for this event. It is important that this event doesn't conflict with a another major event in the region, or is tied to a existing event that can be broadened and expanded to include local as well as international interests



**Meetings Attended while in Country**

- ❖ Michael Shree-Chan, Minister of Trade, Tourism and Industry (MTTI)
- ❖ Tarchan Ramgulam, Permanent Secretary, MTTI
- ❖ Leslie Benjamin-Trotman, Research Analyst, Division of Tourism
- ❖ Angela Emmanuel, Public Relations Officer, Division of Tourism
- ❖ Willet Hamilton, Agt. Permanent Secretary, MTTI
- ❖ Margo Singh, Project Coordinator, BEEP
- ❖ Daniel Wallace, Project Manager, USAID
- ❖ Donald Sinclair, Chairman, Tourism Advisory Committee
- ❖ Al Creighton, Consultant/Head University of Guyana, Tourism Studies Department
- ❖ Michael Wyllie, Director Organization of American States (OAS)
- ❖ Executive Committee, Tourism Association of Guyana (TAG)
- ❖ Colette McDermott, Executive Director, TAG
- ❖ Sandra Jones, BEEP Consultant
- ❖ Launching of Speedboat Owners Association
- ❖ Permanent Secretary and General Manager, Ministry of Transportation, Communications and Works

**GUYANA TOURISM BOARD**

**CONSULTATION  
CARA SUITES  
GEORGETOWN, GUYANA**

**Materials**

**Guyana Tourism Policy**

- ❖ Role In National Economy
- ❖ Organizational Structure
  - ❖ Marketing

**Regional Models**

- ❖ Belize Tourist Board
- ❖ St Lucia Tourist Board
- ❖ Barbados Tourism Authority
- ❖ Jamaica Tourist Board – Composition

***FACILITATED BY  
ALISON AUSTIN, BEEP CONSULTANT  
July 21, 1998***

## **Belize Model**

### **Belize Tourist Board**

- ❖ Established in 1990 as an Act of Parliament
- ❖ The Act provides for the establishment of a Tourist Board charged with the duty of developing the tourist industry of Belize and promoting its efficiency for matters connected therewith or incidental thereto.
- ❖ The Board consist of no fewer than four and no more than eight members. One should be the Permanent Secretary to the tourism Ministry, and three others with qualifications or experience in hotel management, air travel, public relations, accountancy/banking and travel agencies.
- ❖ All members of the Board are appointed by the Minister responsible for Tourism
- ❖ The Minister appoints a member of the Board as Chairperson annually– the Board selects the Deputy Chairperson
- ❖ Not less than half of the Board constitutes a quorum
- ❖ Members of the Board are appointed every two years
- ❖ The Boards has powers to appoint committees of the Board – at least two members of the Board must also serve on appointed committees
- ❖ Belize has a Marketing Committee that operates in an Advisory capacity
- ❖ In Belize the Ministry of Tourism & Environment are one

### **Duties & Functions**

- ❖ Develop all aspects of the tourists industry
- ❖ Advertise & publicize Belize as a tourist resort
- ❖ Promote increased airline & shipping facilities
- ❖ Secure the most favorable arrangements for entry of tourist
- ❖ Encourage the development of amenities to enhance the attractiveness of tourist, with special reference to entertainment local culture, conservation of local flora/fauna, deep sea fishing, scuba and handicraft
- ❖ Undertake research, experiments and operations to improve the basis of the tourist industry
- ❖ Foster an understanding within Belize of the importance and economic benefit of the tourist industry
- ❖ Encourage training facilities for hotel staff
- ❖ Classify hotels according to standards
- ❖ Foster understanding within Belize of the importance of environmental protection and pollution control and the conservation of the natural resources
- ❖ To make inquiries and collect information necessary for the purpose of carrying out its duties

### **Composition of the Board**

- ❖ Chairperson
- ❖ Belize Tourism Industry Association
- ❖ Belize Tour Guide Association
- ❖ Local Airline
- ❖ Belize Port Authority
- ❖ Major Hotel Manager
- ❖ Minister of Tourism & Environment – non voting
- ❖ Permanent Secretary – non voting

- ❖ Director of Tourism – non voting

### **Staffing/Organizational Structure**

- ❖ Currently a 14 person staff
- ❖ Managed by a Chief Executive Officer called the Director of Tourism
- ❖ Board Secretary is a staff position
- ❖ Deputy Director has administrative responsibilities and direct liaison w private sector organizations

### **Powers & Mandate**

- ❖ The Board has power, for the purpose of the execution of its duty and the discharge of its functions-
  - ❖ Power to carry on all activities that are required, advantageous and convenient to accomplish its duty.
  - ❖ Power to do anything and to enter into any transaction ( borrowing, acquisition of property) that facilitates it fulfilling its functions
- ❖ The Board appoints with approval of the Minister a Chief Executive Officer – and other necessary staff. A salary cap is established by the Board with approval by the Minister.
- ❖ Members of the Board receive remuneration

### **Regulations**

- ❖ The Board w/ approval of the Minister make regulations for the better carrying out of the purposes of the Act. These include:
  - ❖ Measures for improving the basis of the tourist industry
  - ❖ Registration & classification of hotels
  - ❖ Keeping records of # of tourist where they're from
  - ❖ Fees & charges for services rendered

### **Financing**

- ❖ Funds & resources of the Board consist of:
  - ❖ Monies provided by the Gov't from time to time
  - ❖ Sums received for payments & advertisements
  - ❖ Sums collected under the authority of regulations
  - ❖ All other sums or property that may become payable to the Board
- ❖ Current sources of funding
  - ❖ Bed & room taxes goes entirely to the Board
  - ❖ Cruise port taxes
  - ❖ Monies collected from the sale of promotional materials
  - ❖ No direct Gov't subvention
- ❖ Board is responsible to report financial receivables & expenditures

### **Roles & Responsibilities**

- ❖ Tourist Board operates as the “functioning arm,” instrumental in marketing the country, implementing policy and communicating to the private sector.
- ❖ Operate two overseas offices in Germany & New York

## **St. Lucia Model**

### **St Lucia Tourist Board**

- ❖ Established as an Act of Parliament
- ❖ The Act provides for the establishment of a Tourist Board charged with the duty of developing the tourist industry in St Lucia and promoting its efficiency for matters connected therewith or incidental thereto.
- ❖ Board consist of no fewer than four and no more than nine members – all members of the Board are appointed by the Minister responsible for Tourism
- ❖ The Minister appoints annually both the Chair & Deputy Chair
- ❖ Not less than half of the Board constitutes a quorum
- ❖ Members of the Board are appointed every two years, and all members are eligible for re-appointment
- ❖ The Boards has powers to appoint committees of the Board
- ❖ St Lucia has recently created a separate body for Product Development especially for nature-based and heritage tourism
- ❖ The industry is supported by an active National Trust (environmental watch dog) & the St Lucia Hotel & Tourism Association

### **Duties & Functions**

- ❖ Develop all aspects of the tourists industry
- ❖ Advertise & publicize St Lucia as a tourist resort
- ❖ Promotion of Special Events
- ❖ Promote increased airline & shipping facilities
- ❖ Secure the most favorable arrangements for entry of tourist
- ❖ Encourage the development of amenities to enhance the attractiveness of tourist, with special reference to entertainment local culture, conservation of local flora/fauna, deep sea fishing, scuba and handicraft
- ❖ Undertake research, experiments and operations to improve the basis of the tourist industry
- ❖ Foster an understanding within St Lucia of the importance and economic benefit of the tourist industry
- ❖ Encourage training facilities for hotel staff
- ❖ Classify hotels according to standards
- ❖ Foster understanding within St Lucia of the importance of environmental protection and pollution control and the conservation of the natural resources
- ❖ To make inquiries and collect information necessary for the purpose of carrying out its duties

### **Composition of the Board**

- ❖ Chairperson
- ❖ Deputy Chairperson

- ❖ Permanent Secretary Ministry of Tourism
- ❖ St Lucia National Trust
- ❖ St Lucia Hotel & Tourism Association
- ❖ Port Authority
- ❖ Representative of the Cruise Industry
- ❖ Representatives from Geographic Regions (3)
- ❖ Director of Tourism – non voting member

### **Staffing/Organizational Structure**

- ❖ Currently a 20 person staff – (see organizational chart attached)
- ❖ Managed by the Director of Tourism
- ❖ Board Secretary is a staff position
- ❖ Two Deputy Directors responsible for Product Development/Administration & Marketing

### **Powers & Mandate**

- ❖ The Board has power, for the purpose of the execution of its duty and the discharge of its functions-
  - ❖ Power to carry on all activities that are required, advantageous and convenient to accomplish its duty.
  - ❖ Power to do anything and to enter into any transaction ( borrowing, acquisition of property) that facilitates it fulfilling its functions
- ❖ The Board appoints with approval of the Minister a Chief Executive Officer – and other necessary staff.. Members of the Board receive remuneration

### **Regulations**

- ❖ The Board w/ approval of the Minister make regulations for the better carrying out of the purposes of the Act. These include:
  - ❖ Measures for improving the basis of the tourist industry
  - ❖ Registration & classification of hotels
  - ❖ Keeping records of # of tourist where they're from
  - ❖ Fees & charges for services rendered

### **Financing**

- ❖ Funds & resources of the Board consist of:
  - ❖ Monies provided by the Gov't
  - ❖ Sums received for payments & advertisements
  - ❖ Corporate marketing
  - ❖ All other sums or property that may become payable to the Board
  - ❖ The St Lucia jazz Festival is current still subsidized by Gov't, but it doubles the room occupancy every year, brings in more than \$13 million dollars in revenue and significant marketing exposure.
- ❖ Board is responsible to report financial receivables & expenditures

### **Roles & Responsibilities**

- ❖ Tourist Board operates as the “functioning arm,” instrumental in marketing the country, implementing policy and communicating to the private sector.
- ❖ Operates five overseas offices in Germany, New York, Toronto, London & France

## **Barbados Model**

### **Barbados Tourism Authority**

- ❖ Established in 1993 as an Act of Parliament
- ❖ The Act provides for the establishment of a Tourism Authority charged with the duty of developing the tourist industry of Barbados
- ❖ There is established a Board of Directors of the Authority which is responsible for the policy and general administration of the Authority.
- ❖ Board consist of no less than five and no more than eight persons appointed by the Minister – persons should have wide experience in the activities connected with tourism and travel, management including hotel management, marketing, finance, economics, business or international transportation
- ❖ Director hold office for a period of three years, all are eligible for re-appointment
- ❖ The Board may appoint committees to assist with its functions
- ❖ Barbados Act includes a Tourism Advisory Council set up to monitor and review developments within the tourism industry and to make recommendations to the Minister, which would facilitate its continued development.
- ❖ Barbados also has a Tourism Development Corporation which is a private non-profit organization established to assist the Gov't in the promotion and development of the tourism industry through the provision of financial and technical assistance.
- ❖ A major activity of the Authority is licensing of tourist establishments.

### **Duties & Functions**

- ❖ Promote and facilitate the efficient development of tourism
- ❖ Design & implement suitable marketing strategies for the effective promotion of the tourism industry
- ❖ Enhance adequate air & sea passenger transport services
- ❖ Encourage the development of amenities and facilities necessary for enjoyment of Barbados as a tourist destination
- ❖ Conduct & facilitate research in tourism & compile and publish information to the tourism industry
- ❖ Design & advise on suitable educational programs to stimulate understanding of the industry
- ❖ Provide training facilities for hotel staff & persons providing tourism related services
- ❖ Classify hotels according to standards
- ❖ Register, classify & grade restaurants catering primarily to tourists
- ❖ Issue licenses for persons wanting to operate a tourist accommodation
- ❖ To make inquiries and collect information necessary for the purpose of carrying out its duties

### **Composition of the Board**

- ❖ Chairperson & Deputy Chairperson are appointed by the Minister
- ❖ Chief Executive Officer – appointed by the Board w/ approval of the Minister
- ❖ Permanent Secretary Ministry of Tourism
- ❖ Barbados Hotel & Tourism Association
- ❖ Barbados Taxi Drivers Association
- ❖ Barbados Port Authority – responsible for cruise traffic



### **Staffing/Organizational Structure**

- ❖ Managed by a Chief Executive Officer
- ❖ Board Secretary is a staff position

### **Powers & Mandate**

- ❖ The Board has power, for the purpose of the execution of its duty and the discharge of its functions-
  - ❖ Power to carry on all activities that are required, advantageous and convenient to accomplish its duty.
  - ❖ Power to do anything and to enter into any transaction ( borrowing, acquisition of property) that facilitates it fulfilling its functions
- ❖ The Board appoints with approval of the Minister a Chief Executive Officer – and other necessary staff. A salary cap is established by the Board with approval by the Minister.
- ❖ Members of the Board receive remuneration

### **Regulations**

- ❖ The Board w/ approval of the Minister make regulations for the better carrying out of the purposes of the Act. These include:
  - ❖ Measures for improving the basis of the tourist industry
  - ❖ Registration & classification of hotels
  - ❖ Keeping records of # of tourist where they're from
  - ❖ Fees & charges for services rendered

### **Financing**

- ❖ Funds & resources of the Board consist of:
  - ❖ Monies provided by the Gov't
  - ❖ Sums received for advertisements & services performed by the Authority
  - ❖ Sums collected under the authority of regulations
  - ❖ Monies borrowed by the Authority for the purposes of meeting its obligations
  - ❖ All other sums or property that may become payable to the Board
- ❖ Board is responsible to report financial receivables & expenditures